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Chief, Management Staff

MAY 15 1955

Director of Logistics

Staffing Pattern Increase - Mail and Courier Branch

1. At the time our attached study of 23 December 1954 was submitted to you, the OGI study of 29 January 1953, cited in your memorandum of 26 April 1955, was not available to this Office. As a result of this study, the decision was made by the Acting Deputy Director (Administration) to transfer the three couriers in question from OGI to the then Office of General Services.

2. In view of the Acting DD/A's decision to retain the three couriers for OGI on the T/O of this Office, the study is resubmitted with the following modification of our initial recommendation:

a. Paragraph 5b is modified to cover a request only for one courier to be transferred to the Office of Personnel.

b. Paragraph 5c is modified to indicate that the budget allocation of \$4900 for personal services cost for the increase in personnel for the remainder of FY 1955 will be absorbed by this Office. However, it is requested that an increase of approximately \$9800 per annum in budget allocation be made for the ensuing fiscal years to cover the difference between the salary of [REDACTED] and a reduction in overtime as shown in Annex 4, Tab C, of the Office of Logistics study.

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[REDACTED]  
JAMES A. GARRISON

25X1A

OL/AS/EJC:mel (6 May 1955)

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Date: 15 DEC 1978

By: 015

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 HQ 70-3  
 15 DEC 1978  
 By: 015

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MEMORANDUM FOR: Chief, Management Staff

SUBJECT : Staffing Pattern Increase - Mail and Courier Branch, Administrative Staff, Logistics Office.

1. PROBLEM

To determine whether or not the Mail and Courier Branch, Administrative Staff, Logistics Office (Agency Mail and Courier Service), is adequately staffed to perform its functions in view of current and known future requirements.

2. FACTS BEARING ON THE PROBLEM

- a. General - The responsibilities of the Mail and Courier Branch are being discharged under increasing pressure, especially since 30 June 1954.
- b. Workload - The workload of the courier force exceeds a normal administrative burden and continues to reflect a rising trend (see Annexes 1, 2 and 3).
- c. Overtime - Current schedules necessitate an excessive amount of overtime (see Annex 4).
- d. Morale - The factor of morale comprises a pressing problem. Special factors which describe certain items creating morale situations among the couriers are explained in Annex 4.
- e. Personnel Turnover - Personnel turnover is excessive (see Annex 4).

3. DISCUSSION

- a. Organization of the Mail and Courier Branch - The organization of the Mail and Courier Branch is shown in Annex 4, Tab A. The total authorized Table of Organization (T/O) of this Branch is [REDACTED]. All positions are encumbered and personnel are actually on duty except for two couriers - one of whom

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this branch. Annex 3, Tab A shows that there are four couriers assigned on a full time basis to other Agency components and one courier to the National Security Council. For all intents and purposes the services of these five couriers are lost to the Mail and Courier Branch. In addition, leave, overtime, and replacement of these five couriers remain a responsibility of the Mail and Courier Branch.

- e. Morale - The existing low morale in the Mail & Courier Branch is attributed to two basic causes; (1) the work burden has assumed the proportions of a laborer's duties (e.g., bags of 50-100 lbs. must be handled by some couriers), and (2) uncertainty of courier's opportunity for release in view of replacement requirement. Couriers have expressed themselves as not willing to recommend the job to their friends. Turnover of couriers during FY 1955 has been excessive and is shown in Annex 4, Tab B.
- f. Financial Comparison - A financial comparison between the per minute cost of present overtime (\$17.27), the approximate salary of [REDACTED] is shown in Annex 4, Tab C.

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#### 4. CONCLUSIONS

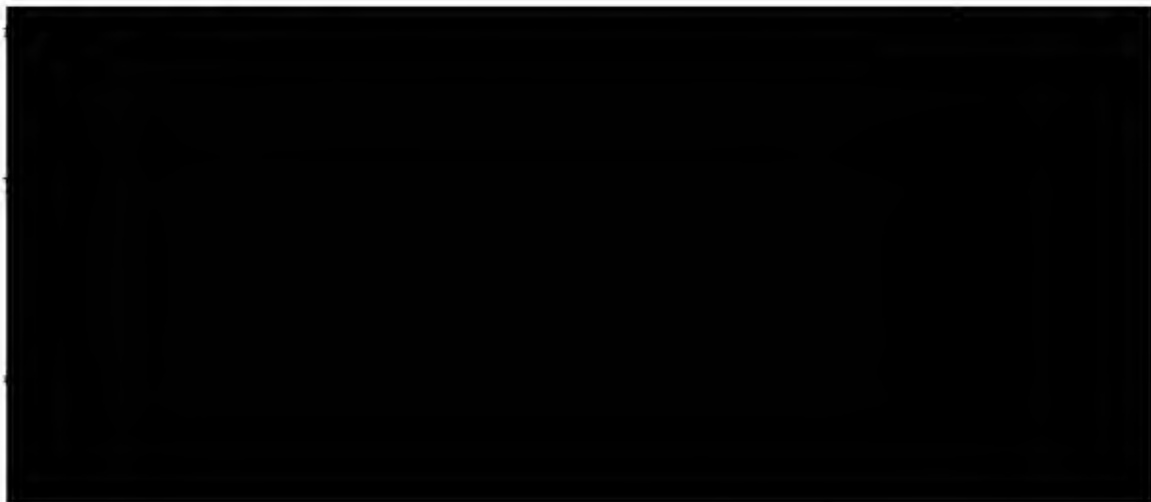
- a. The Courier Section of the Mail and Courier Branch is not adequately staffed to perform its current and known future workload without the extensive use of overtime and continuing impairment of morale.
- b. Additional requests for regular and special service cannot be undertaken without a corresponding increase in staffing.
- c. Some of the current workload could be more properly performed by laborers. Couriers currently performing these duties (e.g. HIC deliveries) should be reassigned to appropriate courier duties.
- d. The cost of increasing the T/O of the Courier Section by [REDACTED] (approximately \$21,000) would be offset in part by an estimated decrease in overtime of sixty-three percent.
- e. Further, the assignment of additional personnel to the Courier Section will:
  - (1) enable this Section to accomplish its current and known future workload with a minimum of overtime.

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- (2) Allow for increased staggering of working hours, thereby further reducing overtime.
- (3) Permit Branch personnel to participate in appropriate Agency training courses.
- (4) Improve morale of the Branch and aid in reducing the excessive personnel turnover.
- f. Any Agency component to which a special detail of couriers is assigned full time should be assigned complete responsibility of such personnel, except that the courier detailed to the National Security Council continue to be provided by the Mail and Courier Branch (see Annex 3).

3. ACTION RECOMMENDED



19/  
JAMES A. GARRISON  
Chief of Logistics

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ANNEX I

MAIL AND COURIER SEARCH

DAILY SCHEDULED RUMS

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TAB A

MAIL AND-COURIER BRANCH

Daily Scheduled Runs - Courier Service

TOP SECRET CABLE RUN

The courier assigned to this run is furnished with a chauffeur-driven vehicle. He is responsible for the pickup four times daily of cables from Army, Navy, Air Force, State, FBI, and CIA and the delivery of them to the CIA Cable Branch, 1047 Que Building at the scheduled times. This run starts each day at 6:00 AM and is completed at 2:30 PM.

PENTAGON RUN

A courier is assigned for eight hours each day to effect the delivery and pickup of material at scheduled stops in the Pentagon. Four trips per day are made, leaving Que Building at 8:30, 10:00, 1:00 and 3:00 o'clock.

CITY RUN

Two couriers are assigned full time to this run. Two trips per day are made, each taking four hours. Stops are made at the CIA buildings ( [REDACTED] North Interior) which are not in the immediate area and at other government agencies throughout the city.

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MAIL SHUTTLE RUN (Courier)

The Headquarters Offices are serviced by two mail trucks, each of which makes three complete circuits of the route for a total of six daily deliveries to all buildings. This is a full-time assignment for four men.

DEFERRED SHUTTLE # 1

This shuttle, which makes six trips per day, transports mail between the [REDACTED] and the Central Mail Room, 1050 Que Building. This run requires the full time of two couriers.

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FILM RUN

Requests are received each day from the CIA Film Branch, OCH, to effect delivery and pickup of film. Following are points of pickup and delivery:

- Naval Photographic Center (Naval Air Station)
- Naval Gun Factory
- Ft. Myer Film Library
- Library of Congress, Film Vault (Suitland, Md.)
- \* Library of Congress, Mail Building
- \* State Annex 17
- \* Pentagon
- \* Washington Film Center (14th & G St. N. W.)

\* Stops at these points are incorporated into regularly scheduled runs. Special trips must be made to other points.

FOR-SECRETARY FILM RUN

This run is scheduled between 3:00 and 5:00 PM each day to deliver material addressed to NSA, and the Operations Co-ordinating Board, and to deliver expedite material to other government agencies as requested by various CIA Offices. A late edition of the Evening Star is picked up at the Star Building for delivery to the NSC.

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TAB B

MAIL AND COURIER BRANCH

Daily Scheduled Run - Messenger & Truck Drivers

DELIVERY PERSONNEL

Messengers are assigned on a full time basis to specific buildings to pick up and deliver within that building all material classified up to and including secret.

MAIL SHUTTLE RUN (Truck Driver)

A truck driver is assigned to each of the two mail shuttle trucks on a full time basis.

LOGISTICS RUN

A truck driver is assigned to a regularly scheduled eight hour run to handle material which cannot be handled through the regular courier service. Stops are made at the following points.

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[REDACTED]  
Rogers Post Office  
Que Motor Pool  
Que Mail Room  
Transportation (205 Abbott Hall)  
Central Processing Branch (Curl Hall)  
Procurement and Supply (Ques. 1)

No. Stops

4  
2  
2  
2  
2  
2  
1  
2  
1

25X1A

[REDACTED] Post Office

25X1A

[REDACTED]

25X1A

[REDACTED] Post Office

POST OFFICE RUN

A truck driver is assigned to drive the four daily scheduled Post Office runs. Twenty three Post Office boxes in the following Post Offices are serviced: Georgetown, Southwest Station, Friendship, San Franklin, and the Main Post Office at Union Station.

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TAB C

MAIL AND COURIER BRANCH

Daily Courier Services Assumed Since 30 June 1954

TAB  
C

- 25X1A 1. In compliance with a request from [REDACTED], Liaison Division, OGB, a daily pickup of Army Attack Reports from the G-2 Message Center (Fort Monmouth) for delivery to the Document Branch, OGB, was initiated on Monday 16 August 1954. See inclosure #1.
- 25X1A 2. In compliance with a verbal request (later confirmed by memorandum) from [REDACTED] arrangements were made to provide for a daily pickup from the Department of State pouch room beginning on 1 October 1954, of classified material addressed to [REDACTED] for delivery to his office in J Building. See inclosure #2. 25X1A STATSPEC
3. On 8 October 1954, arrangements were made to extend daily mail and courier service to the Clark Committee, room 216 South Building. This service will continue until the Clark Committee survey is completed. Instructions for this service were received orally from Miss Virginia [REDACTED] of the Clark Committee and confirmed at a later date by memorandum. See inclosure #3. 25X1A

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AUG 11 1954

Administrative Staff, Legislation Office  
Attn: Chief, Mail and Courier Branch

C  
O  
P  
Y

Chief, Liaison Division, O-2

Courier Service Between O-1 and O-2

**REFERENCES:**

- (a) Draft Copy of Internal CIA Procedure for Handling Single Copy Envelopes to Army Legation, dated 10 August 1954
- (b) Internal O-2 Procedure, O-2 Document Library Memorandum No. 9, dated 10 August 1954

25X1A

1. In accordance with a recent telephone conversation between Mr. [REDACTED] it is requested that courier service be effected between O-1 and O-2, as outlined in Reference (a), attached, commencing 16 August 1954.

2. A copy of Reference (b) is transmitted herewith for your information.

(Signed)

[REDACTED]

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encls: (2) (Not attached to this study)

- 1. Ref. (a)
- 2. Ref. (b)

025
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Next Review Date: 1985
Auth: HR 70-3
Date: 15 DEC 1978 By: 015

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INCL # 1 TAB C, ANNEX 1



**STATSPEC**

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23 NOV 1954

Chief, Mail and Courier Branch  
Rm. 1050 One Bldg.  
Assistant Director, Office of Operations

Mail and Courier Service

1. It is requested that such daily mail and courier service  
be provided the Clark Committee, 216 South Building, as is necessary.

(Signed)

GEORGE C. CAREY  
Assistant Director  
Office of Operations

027

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Date:	15 DEC 1978
By:	011

INCL # 3 TAB C, ANNEX 1

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## ANNEX 2

## MAIL AND COURIER SERVICE

## Special Requirements

Attached as Enclosure # 1 is a chart and explanation thereof which shows the regularly scheduled assignments of all personnel of the Mail and Courier Branch. As this chart indicates, the Courier Section is now operating at 100 percent capacity. There is very little time provided for certain special assignments which come frequently but irregularly and which because of urgency, time element, and point of delivery involved, must be handled independently and promptly. These special assignments are set forth in Tabs A, B, and C, of the Annex.

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Date: 15 DEC 1978	By: 015

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TAB A

**MAIL AND COURIER SECTIONS****Scheduled Special Requirements****FAST-POST RUN**

The 'Fast-Post' run is a 'covert' run which was established for the Foreign Document Division, Office of Operations. This run is scheduled for Tuesday and Friday of each week.

**NATIONAL INTELLIGENCE SURVEY**

The Courier Section receives approximately two calls per week from the [REDACTED] requesting delivery of NIS material to the various IAC agencies. This load consists of from twenty five to sixty bags of NIS material and involves four couriers from four to six hours per day.

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One courier qualified in the use of firearms, is assigned one day of each week on an eight hour basis to accompany the Vital Materials Officer in transporting vital materials to the Repository.

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**INTER-CITY TRIPS**

These runs are provided upon specific request. An armed Top-Control Courier (s) is assigned for a period of from one to four days. The number of trips and manpower expended are shown in Annex L, Tab B ("Travel").

**INTER-AGENCY AND INTRA-AGENCY SPECIALS**

Upon specific request a courier (s) is provided to handle classified material on an emergency and "crash" basis. The time involved in these assignments currently averages about twelve working hours per day.

**DELIVERY OF NATIONAL INTELLIGENCE ESTIMATES**

Because of the urgency of this material, and in order to meet set deadlines, two to four couriers are assigned. Because of the nature of material there is no regular frequency of delivery.

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[REDACTED]

Upon specific request, a courier who possesses a 'top' clearance is provided on the average of twice weekly to deliver nuclear energy material for the Office of Scientific Intelligence. The number of couriers who hold this clearance is kept to a minimum.

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TOP SECRET

MAIL AND COURIER SERVICES

Accurating Special Requirements Requested  
Since 30 June 1974 (Not Daily)

25X1A 1. In compliance with a verbal request (confirmed at a later date by memorandum) from [REDACTED], OSI, a courier has been provided to make a special pick up at the U-2 cable Secretariat's Office for delivery to OSI, room 204, [REDACTED] Building. This service which began on 21 September 1974, is provided each Tuesday morning. (See enclosure # 2).

25X1A 2. In compliance with a verbal request (confirmed at a later date by memorandum) from [REDACTED] 20/1/74/10/7 a pick up is made each morning at the Department of Labor and delivered to the Mail Registry, room 1313 [REDACTED] Building. This service was initiated on 4 October 1974. (See enclosure # 3).

3. On 18 October 1974, arrangements were made to provide special courier service between [REDACTED] Headquarters, [REDACTED] 1, and [REDACTED]. This service is scheduled for Tuesday and Friday of each week. (See enclosure # 4).

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TAB C

MAIL AND CARRIER SERVICES

Future Special Requirements

1. The Management Staff has requested that arrangements be made to provide daily courier service between Headquarters and the New Research Center at  to begin on approximately 5 January 1955. See enclosure / 1. Request for a panel truck for this service has been submitted under separate letter, see enclosure / 2.

2. Pick up and delivery between 2 Bldg. and  printing and reproduction plant. See enclosure / 3.

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6. When approved, it is requested that this memorandum be returned so that efforts may be made to initiate procurement action.

/signed/  
JAMES A. GARRISON  
Chief, Logistics Office

- 2 enclosures:  
1 - sent to JCS/JS from J/Logistics  
    Management Staff, Management Staff  
2 - Management Staff, Acquisition  
    Voucher #576-55 (Master copy)

CONTINUED 12:

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/signed/ [REDACTED]  
Chief, Management Staff

24 Nov 54  
(Info)

APPROVED:

/signed/ L. K. White  
Deputy Director (Administration)

11 Dec 54  
(Info)

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10 OCT 1974

Letter ADP

Chief, P&O

# Pickup and Delivery Service

1. It is proposed that a direct pickup and delivery service be established between the main plant at [REDACTED] Virginia, and Plant No. 2 located in Room 402 "K" Building.

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2. This will provide the requisitioning offices, particularly in the S/P area, with a more expedient and efficient service for such type and urgent work jobs that are beyond the capabilities of Plant No. 2.

3. Requirements from the Operational Intelligence Support Division of S/P necessitate that an L/D run be made daily to the main plant [REDACTED]. Therefore, it is recommended that a schedule be setup to incorporate this running requirement and also provide one trip at approximately 1400 each day. Both must be round trips in order to expeditiously handle material to and from the requesting offices.

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4. It is hoped that these two trips can be incorporated with the existing mail and courier service without too much difficulty.

5. Assistance in this matter will be greatly appreciated.

(signed)

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WJ/MSO/LRP/esp (10 Oct 74)

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GROUP 1 EXC 2, GROUP 2

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Date: 18 DEC 1976	By: 015

ADDP, LO

Chief, Staff, LO

1 SEP 1954

# Direct Pickup and Delivery Service

1. It is proposed to establish a shuttle system between the reproduction shop in 1012 E Building and the main reproduction plant at [REDACTED]. The purpose of the system is to have a central collection point in the Washington area convenient to all Agency components where work can be submitted for processing and the completed work picked up. Such a system would be threshold.

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a. It would reduce the number of passenger trips now made by the Motor Pool to reproduction plant at [REDACTED]. It is estimated that the present 25 to 30 weekly trips can be reduced by 70%. Closely allied to this reduction of motor trips to [REDACTED] would be a reduction of travel time for Agency personnel. The present 25 to 40 man-hours spent weekly traveling to and from [REDACTED] Street can be eliminated since reproduction personnel in E Building can adequately assist Agency components with their reproduction requests.

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25X1A

25X1A

b. The system would provide a more expeditious service to operating components of [REDACTED] and others located in the quarters [REDACTED], 1, 4, 5, and E Building area. There would be no intermediate stops, the jobs would be given by the requesting component directly to [REDACTED] who would immediately assume responsibility. Priority jobs of the "crash" type could be processed more rapidly in this system.

c. The system would partially eliminate justification for the numerous office type reproduction devices throughout offices within [REDACTED]. A number of small reproduction centers have sprung up on the basis that it takes too long to send rush work to [REDACTED] for processing. The time lag has been found to exist in the various mail rooms and not in direct transportation and/or reproduction processing. This system will rectify this situation.

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2. To implement this direct pickup and delivery service it will be necessary to have a truck, a driver, and a courier assigned to the Printing & Reproduction Division on a full time basis. They would operate under the direct supervision of the Production Coordinator at [REDACTED] and the Chief, Special Plans Branch, at I Building. The request for the truck and driver was made to Transportation Division, ID, on 17 August 1954. Preliminary discussions on the courier have been held with Mr. White of the Administrative Staff, ID.

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(Signed)

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12/1000/ADM/100 (11 and 54)

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**ANNEX 3**

**MAIL AND COURIER BRANCH**

**SPECIAL DETAIL OF COURIERS TO OTHER AGENCY COMPONENTS**

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By:	011

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TAB A

MAIL AND COURIER BRANCH

Special Details

OFFICE OF CURRENT INTELLIGENCE

Three GS-4 Couriers are detailed on a full time basis to the Office of Current Intelligence to perform such courier duties as are required by that office.

NATIONAL SECURITY COUNCIL

One Top Secret courier is detailed to the National Security Council to perform such courier duties as may be required by that office.

OFFICE OF NATIONAL ESTIMATES

A GS-5 Top Secret courier has been assigned to the Office of National Estimates to handle urgent and expedite material emanating from that office. This is a "stand-by" arrangement whereby the services of this courier may be utilized by the Courier Section until such time a call requesting his services is received from ONE.

CENTRAL PROCESSING BRANCH

A GS-4 courier has been detailed on a full time basis to the Central Processing Branch, Office of Personnel. His major duties are the pick up and delivery of foreign and domestic tickets and passports and visas.

Although these couriers are carried on the T/O of the Mail and Courier Branch, Administrative Staff, Logistics Office, they are not available to perform the regular duties of couriers with the exception of the one detailed to ONE who has been available to the Branch about two-thirds of the time. Whenever a detailed courier is absent, Mail and Courier Branch must furnish a replacement. Any overtime involved is charged to the Mail and Courier Branch.

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ANNEX 4  
MAIL AND COUNTER MEASURES  
Special Factors

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**TAB B**

**MAIL AND COURIER BRANCH**

**Overtime**

(See chart, encl. 1, Annex 2,  
red indicates overtime)

1. One supervisor remains until 1:00 p.m. to answer special requests from officials of various offices and to ensure that urgent material arriving at 5:00 p.m. or after is properly dispatched.

2 & 7. Two couriers assigned, when necessary, to effect delivery of urgent material emanating from the Office of National Estimates. Normally this overtime occurs between 5:00 and 6:00 p.m.

3. One courier assigned to deliver the [REDACTED] Daily Reports from the Reproduction Plant, [REDACTED] to the Department of Defense, the Department of State, [REDACTED] (Qtrs. I), and to the Central Mail Room, One Building. This overtime occurs between 5:00 and 1:00 p.m.

5 & 6. Two couriers detailed to the Office of Current Intelligence, work from 7:30 to 8:30 each morning preparing material for an 8:30 delivery to the offices within the OOI area.

8. One courier is assigned each morning for one hour overtime to pick up the Congressional Records from the Government Printing Office for delivery to the Office of General Counsel, South Building, before 8:30 a.m.

9. One courier is assigned for one-half hour overtime each morning to effect the delivery of daily newspapers to the Office of the Director, Office of the Assistant Director, Historical Staff, and to the Office of General Counsel.

10. One courier, qualified in the use of sidearms, is assigned each evening to perform special trips as required by the Office of the Director.

11. One driver is detailed to the Security Office to drive the Agency's confidential trash run. This run must begin at 6:30 a.m. in order to afford the security team sufficient time for their daily pick up of classified trash from the CIA headquarters buildings. The overtime will average 10 hours per week.

12. A member of the Mail Section is assigned for one hour overtime each evening to process the [REDACTED] Reports for dispatch to the Post Office at 6:00 p.m.. This material does not arrive at One Building until after 5:00 p.m.

13. a. The total overtime involved on a week-day basis, Monday through Friday, averages fourteen and a half hours per day, as shown in red on chart.

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b. Saturday overtime averages 5 hours per week. This has not been shown on chart.

c. Sunday overtime averages 9 hours per Sunday. This has not been shown on chart.

d. From 30 June 1954 to date the overtime worked has averaged a total of 277 hours per two-week pay period. See Tab C for financial comparison.

14. The workload is such that it is difficult to stagger the hours of the personnel. This makes overtime necessary in order to provide such courier service as is required beyond the Agency's normal working hours.

An increase in T/O will permit some staggering of work hours of couriers which will reduce overtime to some extent. Efforts will be made to continue this staggering of personnel over the next 30-90 days with the view toward reducing overtime.

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TAB C

MAIL AND COURIER BRANCH

Financial Comparison

A. Basis for payment of overtime in Mail and Courier Branch

1. Computed on base pay for GS-5 \$ 1.64  
(Salary range from WS-9 thru GS-9)
2. Overtime for GS-5 Courier 2.46  
Total overtime involved per Tab A 277 hrs. per pay period  
\$681.42  
26 pay periods per annum  
\$17,715.92 overtime per annum

63% of this figure - \$11,262 which represents overtime to be eliminated.

B. Salaries per annum of additional personnel requested

1. GS-4 Courier - 1 each \$3,175 per annum \$ 3,175.00
2. WS-3 Laborer - 6 each @ \$2,974.40 per annum 17,846.40
- Total \$21,021.40

C. Difference between:

1. Salaries of additional personnel requested \$21,021.40  
(see B above)
2. 63% of current overtime (see A above) 11,161.71  
\$ 9,859.69
3. With the assigning of the personnel in B above, approximately 195 hours overtime (63%) of current overtime (277 hours) will be eliminated per pay period; 122 hours of overtime on Saturday and Sunday will continue. There will be, however, periods during which overtime may be necessary despite any attempts to reduce it.

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TAB D

## MAIL AND COURIER BRANCH

## Other Special Factors

LEAVE

The work assignments of the Courier Section as enumerated on the attached chart, are based on the premise of a full complement of ~~men~~ men. No replacements are available for those men on sick or annual leave. The number of personnel on annual leave alone averages three men per day.

TRAINING IN THE USE OF FIREARMS

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In accordance with Agency ~~policy~~, couriers must carry firearms in those instances involving risk or danger of theft and must be familiar with the weapon by training. Instruction in the use of firearms must be given during office hours, and it is virtually impossible to spare a courier for the time involved without affecting operations. There are now only four qualified armed couriers. With the assumption of service to ~~the~~ in January 1955, at least one armed courier will be necessary. To provide adequate armed courier service a total of eight armed couriers is essential.

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AGENCY TRAINING

The personnel of the Mail and Courier Branch have had very little opportunity to participate in the Agency's training program due to the pressure of the workload. Three supervisors of this Branch have had the opportunity to attend the Basic Supervisors Course since 1 October 1954.

TRAVEL

Courier trips outside the metropolitan area of Washington since 30 June 1954.

Number of trips	7
Destination	<del> </del>
Miles traveled	5,250
Mode of travel	Air
Cost	\$479.60
Man hours	83 hours

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RELEASE OF COURIERS

In order to enable the Mail and Courier Branch to fulfill its functional responsibilities it is necessary that a replacement enter on duty before an employee can be released to accept another position. Couriers enter on duty

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with the understanding that they are required to handle heavy mail bags, load and unload trucks, and perform overtime when required. At that time they are also advised that they cannot be reassigned within the Agency to another position until a replacement has entered on duty and is trained (see encl. 1, Annex 5). Statistical information on the release of couriers is as follows:

Personnel released during FY 1954

Couriers  
Mail Clerks  
Messengers

25X9

Personnel released during FY 1955

Couriers  
Mail Clerks  
Messengers

Estimate of personnel released during balance of FY 1955

Couriers  
Mail Clerks  
Messengers

PROMOTIONAL PROCEDURES

There are possibilities for advancement and promotion as follows:

- a. GS-3 Mail Clerks and GS-3 Couriers will be promoted to GS-4 upon the satisfactory completion of a six months probationary period. GS-3 employees whose services have not been satisfactory during the probationary period will be continued in grade until they are satisfactory or until their appointment is terminated.
- b. Promotion to higher grade positions (other than GS-4 Mail Clerk and GS-4 Courier) will be made within the Mail and Courier Branch as vacancies occur. Promotions to positions in other Agency components will be made in accordance with existing personnel policies. In the latter case a replacement is necessary before a transfer can be effected.

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**ANNEX 5**

**MAIL AND COURIER BRANCH**

**Description of Courier and Laborer Duty Assignments**

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**TAB A**

**MAIL AND COURIER SEARCH**

**Qualification and Duty Assignments of Courier**

**1. Qualifications:**

**Age:** 20 - 35

**Education:** High School education preferable. Non High School graduates acceptable upon recommendation from Recruitment Officer.

**Military :** Must be a veteran in accordance with Office of Personnel policy.

**Driving Record:** Applicant must possess, or qualify for driver's license. Clean driving record. No arrests for drunken or reckless driving. Accidents or arrests for speeding should be thoroughly explained as to number and circumstances surrounding each. Must pass Agency medical, written and road tests.

**Physical Requirements:** Will lift mail bags weighing up to 70 pounds. Duties also require walking for sustained periods of time. Consideration should be given to this when judging size, physical condition, etc.

**Tour of Duty as Courier:** Applicant must agree to remain in Courier position for at least one year or until such time as another position exists for which he is acceptable and a qualified replacement has entered on duty. However, there are chances for advancement and promotion during this period. All Courier applications must be accompanied by signed COURIER AGREEMENT forms. Sample Courier Agreement is attached as Inclosure #1, Tab B, Annex 5.

**Salary :** Couriers are hired at GS-3 and promoted to GS-4 after a six-month period, provided they have proven their dependability and capability for performing their assigned duties. Promotion to GS-5 is subject to a vacancy at that grade.

**Work Hours:** Regular work day, 0830 - 1700. Should be prepared to work overtime as required. Probably little overtime while GS-3, most of overtime performed by GS-4 or above.

**TAB  
A**

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**2. Duty Assignments:**

Under the general supervision of the Chief of Courier Section, serves as a courier with responsibility for collecting, transporting and delivering documents and other objects up through secret security classification throughout the Washington area, and on occasion top-secret material within CIA offices.

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TAB B

MAIL AND CARRIER BRANCH

Duty Assignments of Laborers

Two of the six laborers will be assigned to the MIS, Pouch, and File runs, as shown in Tab A - Annex I, and to other heavy and laborious assignments. The other four will be assigned to the two mail shuttle trucks as shown in Tab A - Annex I. The Carriers thereby relieved will be made available for other purposes, the need for which has been outlined in paragraph 4 (Conclusion) of this study.

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After interviews with representatives of this Agency, the following conditions of employment have been explained to me and are clearly understood:

A. That I am being considered for employment as a courier, the duties of which have been thoroughly explained to me including the handling of heavy mail bags weighing up to as much as 70 pounds, loading and unloading of same on and off mail trucks, the driving of mail trucks and other vehicles, and the performance of overtime work when required.

B. That in accepting the courier position I will be expected to remain as a courier until such time as there exists another position for which I was qualified and acceptable and to which I could not be transferred until a replacement had entered on duty and was trained.

C. That there are possibilities for advancement and promotion within the courier office for which I would be considered together with other personnel of that office.

DATE \_\_\_\_\_

\_\_\_\_\_  
Signature of Applicant

NOTE:

P.O. regulations limit bags to 70 pounds - readjustment of weight is done in courier office to meet requirement.

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Enclosure #1, Feb 2, Annex 5

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24 JAN 1955

EX  
B

MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Staffing Pattern Increase - Mail and Courier Branch,  
Administrative Staff, Logistics Office

1. We have reviewed the attached carbon of subject staff study, dated 23 December 1954, which was delivered to us on 19 January 1955.

2. Losses from the Mail and Courier Branch have been high but the statistics fail to show that the vast majority of the personnel released have been promoted into better positions. In the past, this possibility was held out to applicants as a means by which admittance to the Agency could be achieved and upon demonstrated ability promotion would follow. Perhaps this approach has its faults, and we are now working on plans aimed at providing a more stable work force.

3. Providing additional bodies at only a bit more than the cost of present overtime should materially aid in providing more efficient service. If history repeats itself, however, some dissatisfaction may be anticipated when overtime of the present force is eliminated or drastically reduced. Such was the reaction of the Chauffeur force when overtime was eliminated, as a consequence of which we received many requests for transfer.

4. We concur in having the courier detailed to the Central Processing Branch transferred to our T/O, along with the funds for his salary. At the same time, we recommend that the courier (Mr. [REDACTED]) engaged in carrying material between this Office and other offices of the Agency be transferred to a slot to be provided this Office. [REDACTED] provides a vital and highly necessary link between this Office, the Office of the DCI, and any other office where expedited passing of documents is required. In the past, the DD/A considered providing a slot for [REDACTED] on the Mail and Courier Branch T/O but in view of the trend in the opposite direction his assignment to our T/O seems appropriate. We would, of course, require funds with the increase in ceiling authorization.

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Date: 2

18 1978

By: 090

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Chief, Management Staff

28 February 1955

Chief, Budget Division

Increase in Logistics Office,  
Mail and Courier Branch T/O

EX  
C

REF : Memorandum for Chief, Management Staff from Chief, Logistics dated 23 December 1954, subject, "Staffing Pattern Increase - Mail and Courier Branch, Administrative Staff, Logistics Office"

1. A study, attached to the referenced memorandum, sets forth in detail a need for additional courier and laborer personnel in the Mail and Courier Branch. The study indicates that the Mail Section is adequately staffed, but a great deal of difficulty is being experienced in properly redressing the assigned responsibilities of the Courier Section. The workload, over and beyond that which can be handled by the current personnel, is caused by special intermittent requirements placed by other Agency components; special detail of Agency's couriers to other Agency components; and some increase in the daily scheduled runs since 30 June 1954.

2. The Courier Section has been attempting to meet the increasing work burden by heavy use of overtime and increasing the size of the mail loads. This action has resulted in seriously impairing morale in the Courier Section and an excessive turnover in courier personnel.

25X9 3. The recommendation embodied in the study proposes a personnel increase in the Courier Section. The T/O for the section currently numbers [redacted] positions, all but two of which were encumbered as of 3 December 1954. The two positions were vacated by resignation of two couriers during November and December. The recommendation provides for increasing the total Courier Section T/O of [redacted] by 1 courier, grade GS-4, and 6 laborers, grade WB-3, to a total T/O of [redacted]

25X9

25X9 4. The present approved Logistics Office T/O and personnel ceiling of [redacted] posi-  
25X9 tions, includes the [redacted] positions allocated to the Mail and

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18 DEC 1978 By: 015

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Chief, Management Staff

28 February 1955

Chief, Budget Division

Increase in Logistics Office,  
Mail and Courier Branch T/O

REF : Memorandum for Chief, Management Staff from Chief, Logistics dated 23 December 1954, subject, "Staffing Pattern Increase - Mail and Courier Branch, Administrative Staff, Logistics Office"

1. A study, attached to the referenced memorandum, sets forth in detail a need for additional courier and laborer personnel in the Mail and Courier Branch. The study indicates that the Mail Section is adequately staffed, but a great deal of difficulty is being experienced in properly redeeming the assigned responsibilities of the Courier Section. The workload, over and beyond that which can be handled by the current personnel, is caused by special intermittent requirements placed by other Agency components; special detail of Agency's couriers to other Agency components; and some increase in the daily scheduled runs since 30 June 1954.

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25X9 3. The recommendation embodied in the study proposes a personnel increase in the Courier Section. The T/O for the section currently numbers [REDACTED] all but two of which were encumbered as of 3 December 1954. The two positions were vacated by resignation of two couriers during November and December. The recommendation provides for increasing the total Courier Section T/O of [REDACTED] grade GS-4, and 6 laborers, grade WB-3, to a [REDACTED] 25X9

25X1A 25X9 4. The present approved Logistics Office T/O and personnel ceiling of [REDACTED] military positions, includes the [REDACTED] positions allocated to the Mail and

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Courier Branch. The following is a summary of the current and proposed T/O for the Mail and Courier Branch:

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	Difference	
	Amount	
	\$	-
		-
		-
		-
	\$	3,175
		-
		-
	+	17,846
		-
	+	21,021

5. It should be noted that the per annum cost of overtime for the Mail and Courier Section at the present rate of use is estimated at \$17,717. The Logistics Office estimates that the increase in personnel strength will reduce the amount of required overtime by 63% or a total of \$11,161. The application of the decrease in overtime against the increased cost of additional personnel results in an estimated net per annum fund increase of \$9,860.

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6. It is estimated that the additional positions will cost \$4,900 for fiscal year 1955. The Logistics Office has agreed that this amount can be absorbed in its current allotments and that no increase in funds will be required for fiscal year 1955.

7. With regard to fiscal year 1956; if the requested personnel increase is approved an increase of \$21,021 in the Logistics Office fund allowance will be required.

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